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ABSTRACT

This book is the result of a set of case studies that were performed in four American public libraries between 1989 and 1992. The goal of the research was to describe the effect that planning has had in a representative set of libraries, focusing planning as a social phenomenon. The city, county, federated, and suburban library are examined. Discussion includes motivations for planning, the planning process, the planning document, planning as a social process, the elements of successful planning, risks and benefits, and the effects of systematic planning on the organization. Eleven tables provide information on planning documents, a comparison of the four libraries' long-range plans, length of plan compared to staff size, participation and ideal involvement in planning activities, methods for communicating with managers and learning about other departments, and perceived drawbacks and benefits of long-range planning. Ten figures display the amount of population served (1960-90), percentage of population: change by decade, under age 15, age 65 and over, African-American, Hispanic, over 16 years of school, income and poverty levels, annual budget (1960-90) and annual circulation (1960-90). (Contains 93 references.) (AEF)

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